AMC Support to the Warfighter and Transformation Update

MG Mitchell Stevenson
Deputy Chief of Staff for Operations, G-3
U.S. Army Materiel Command

16 March 2005

Purpose

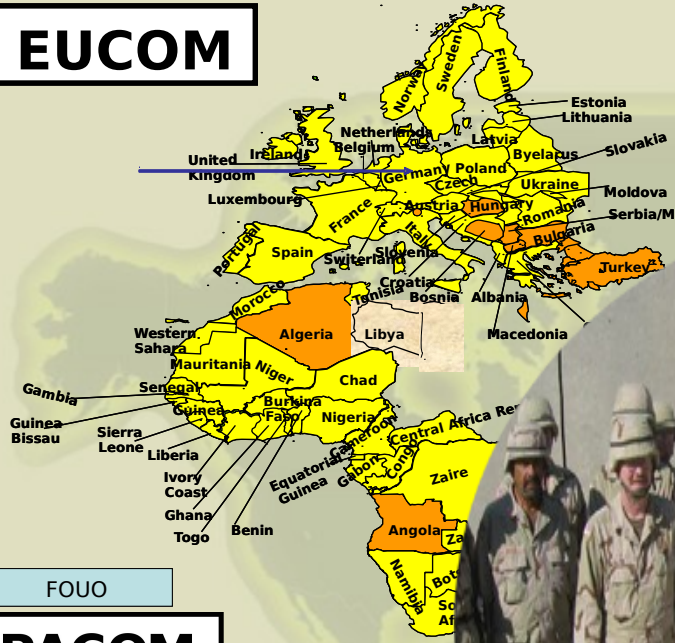
To provide current information on AMC's support to the warfighter and an update on AMC Transformation initiatives

Agenda

- **AMC Support to the Warfighter**
  - **AMC Footprint in SWA**
  - **Equipment Support Activity (ESA) Update**
  - **FORSCOM Reset**
  - **Vehicle Protection**
  - **AMC Lessons Learned Program**
- **AMC Transformation Update**
  - **AMC Support to the Modular Army**
  - **Life Cycle Management Command (LCMC) Update**
  - **Streamlining Installation Level Supply & Maintenance**
  - **Theater Sustainment Commands (TSCs) Alignment with AMC**

AMC Serving With Our Soldiers

EUCOM



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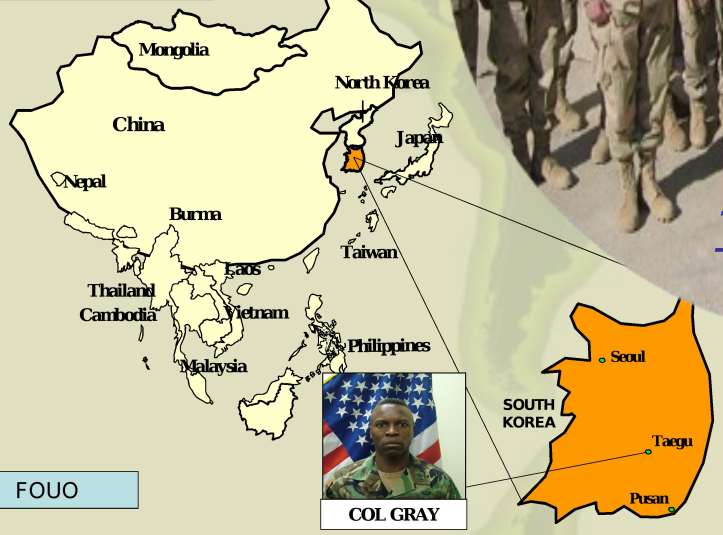
PACOM



COL GRAY

FOUO

1st ID: IRAQ

COL WILSON

BG LEONARD

AFGHANISTAN J OA

LTC ROY

ogistics Assistance Representatives: With Every Division and Brigade World-wid

"Need To Be Faster, More Agile, Less Bureaucratic – Need To Fight This Every

AMC Footprint – Southwest Asia

52,945 AMC Military, AMC Civilian, Contractor and Third/Host Nation personnel located in eleven countries throughout CENTCOM Region Mar 05

AMC SWA Footprint

MIL	508
GS Civ	498
KTR	18,471
FN/LCN	33,468

Support Includes:

- Logistics Support Elements (LSEs)
- Logistics Assistance Reps (LARs)
- Army Prepositioned Stocks (APS)
- Logistics Civil Augmentation Program
- Supply Support
- Maintenance/Forward Repair Activities
- Field Assistance in Science and Technology (FAST) Advisors
- Contractor Coordination Cell
- Contractor Logistic Support

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Current Sustainment Operations

AMCOM LCMC
- Forward Repair
- Aircraft RESET
- Retrograde / Overhaul
- Component Repair

TACOM LCMC
- Forward Repair
- Vehicle RESET
- Retrograde / Overhaul
- Component Repair

CECOM LCMC
- Forward Repair
- Commo RESET
- Retrograde / Overhaul
- Component Repair

AFSC LCMC
- LOGCAP Program
- Logistics Assistance Program
- Add-on-Armor Installation in Theater

Chemical Materials Agency
- Demilitarization
- Storage, Security and Surety
- Support to Allied Nations

Joint Munitions Command
- Munitions Production
- Modernization Programs
- Quality Assurance
- In-Theater Repair

RDECOM
- Forward Area Science and Technology Teams
- Research and Development
- Leveraging Science and Technology

USASAC
- Foreign Military Sales
- Foreign Assistance Efforts
- International Cooperation

Equipment Support Activities Iraqi Zone and Afghanistan

- ESA-IZ was established at Anaconda IOC: 31 Oct 04.
  - Mission:
    - Provide Command and Control for all AMC's forward repair activities in the Iraqi Zone (IZ).
    - Provide Asset Visibility for all Class VII in the IZ.
    - Provide Property Accountability for all stay-behind equipment (SBE) to include Rapid Equipping Force (REF) and Commercial Off the Shelf (COTS) equipment.
    - Provide Sustainment Maintenance support for all SBE, REF, and COTS equipment.
  - Level of Effort at ESA-IZ: 12 Mil, 27 DAC, and 860 Contractors.
- ESA-AF is being established at Bagram IOC: 1May 05.
  - Mission in Afghanistan parallels ESA-IZ.
  - Projected level of effort for ESA-AF: 3 Mil, 8 DAC, and 140 Contractors.

AMC / FORSCOM Reset
Defined

- **AMC Reset:**

  AMC is the Army's national-level materiel sustainment logistics provider and the Army's materiel executive a for reconstitution of equipment:

  - **Supports the Army by facilitating the restoration of committed structure equipment to the desired level of combat effectivene**
  - **Provides Sustainment Maintenance support to bring redeploying equipment to -10/-20 standards**
  - **Reconstitutes APS Strategic capability to include sustainment, operational project stocks and SBE, as required.**

- **FORSCOM Reconstitution:**

  Field level maintenance actions (up to and including what we know today as DS level maintenance) taken to return a piece of equipment to 10/20 standards (as defined in AR 750-1, which includes having all urgent and limited urgent MWOs applied)

  - **Includes an A-service, to include change of all fluids.**

FORSCOM Reset Summary

- Single FORSCOM (Active, Guard, Reserve)-wide Reset standard (10/20/3D)
- AMC is the single belly-button for Reset, FORSCOM-wide
- Simpler to capture Reset costs
- FORSCOM establishes priorities for repair
- FORSCOM establishes maintenance programs for LBE; inducts into depots for Recap seed IAW directions from HQDA
- Identifying and shipping Reset candidates directly from Theater to AMC Reset location
- Integrating RC Maintenance Assets into the Reconstitution Process

Support to Current Operations:

Installation of Add-on Armor Kits for Tactical Wheeled Vehicles

Efforts to armor all vehicles operating "north of the berm" are on track

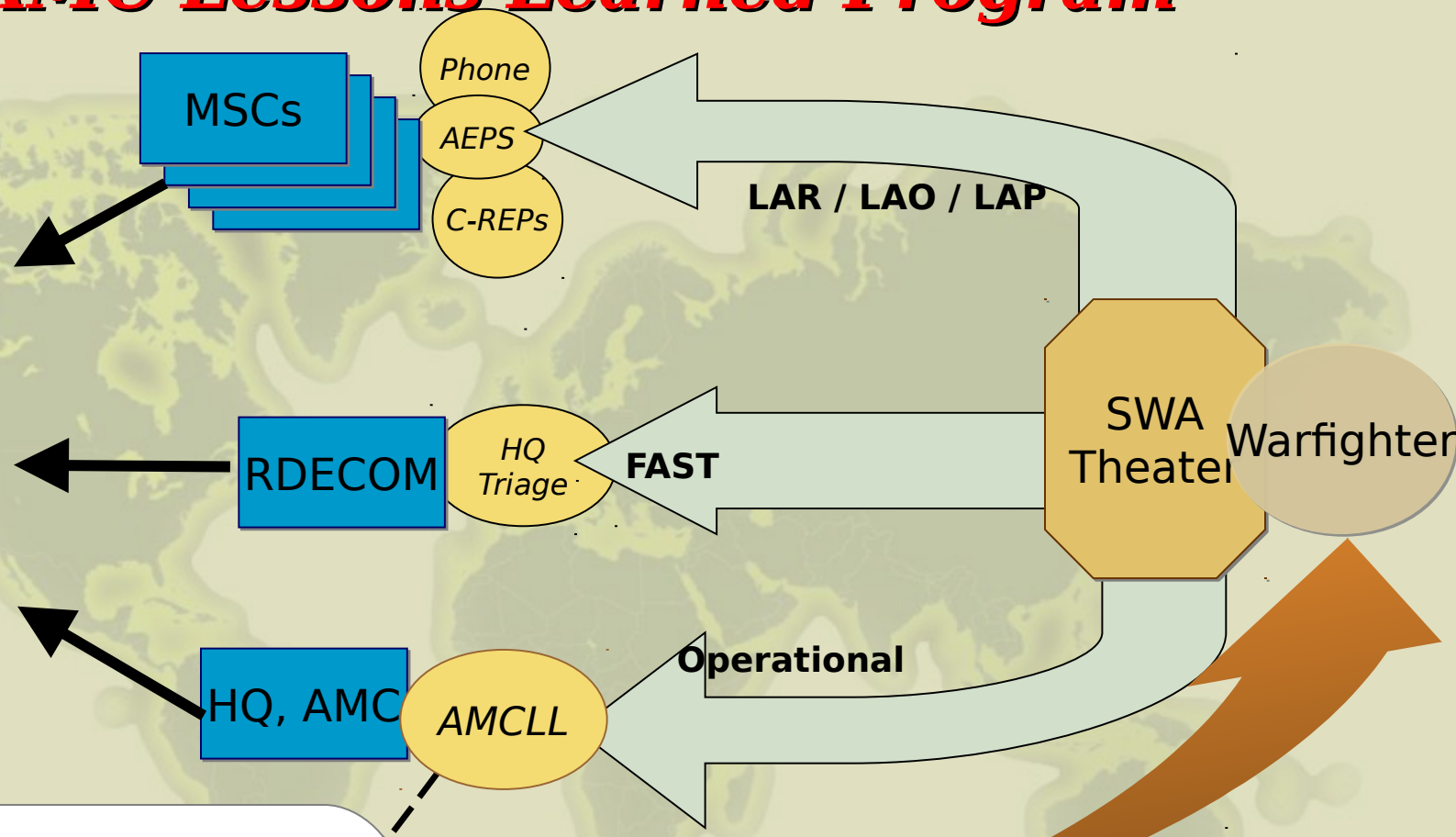
As of 14 Mar 05

	Vehicle System	Validated Requirement	Funded	Installed (As of 14 Mar 05)	Location Installed	Target Number of Installations (per Mont
LTV	HMMWV	13,872	13,872	11,686	7 Iraq Locations * Kuwait/Balad	~ 800
MTV	FMTV	2,805	3398	1,046	Kuwait/Balad	~ 375
	5 Ton – M939+	3073	3818	52	Kuwait/Balad	~ 250
HTV	HEMTT	1,595	1627	1,174	Kuwait/Balad	~ 160
	PLS	871	1281	655	Kuwait/Balad	~ 190
	HET	665	665	397	Kuwait/Balad	~ 120**
	M915	1,302	1528	252	Kuwait/Balad	~ 100
	M969 Fueler	371	542	70	Kuwait/Balad	~200
Total		24,554	26,731	15,327		N/A

NOTES: * Iraq Installation locations include Adder, Balad (Anaconda), Kirkuk, Mosul, Seitz, Speicher and Ridgeway

AMC Lessons Learned Program

- PMs
- PEOs
- HQ,AMC Staff
- MSCs
- Materiel Developers
- RDECs
- Maintenance Experts
- Supply Managers
- Tech Writers
- Training Base
- CALL/ICOA



AMC LESSONS LEARNED SYSTEM

http://hqamc-web.army.smil.mil/AMCLL / http://www.amc.army.mil/G3/ (NIPR Input)

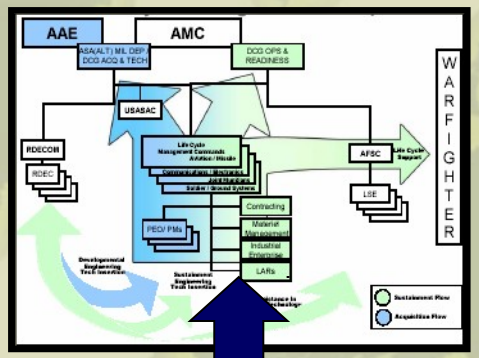
- Automated Collection & Mgt.
- Observations → Action Plans
- Monitor Action Plan Progress
- Internal & External Issues

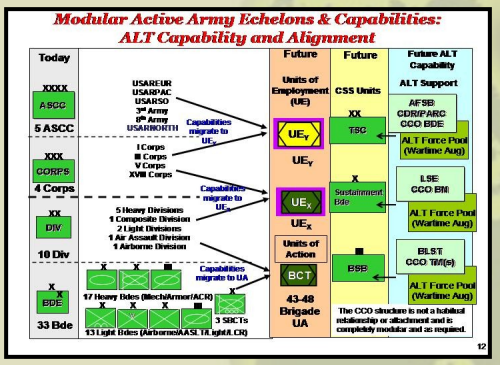
- **Lessons Learned on important issues and programs such as:**
  - **Army Modular Force**
  - **Stryker BCT**
  - **LOGCAP**
  - **APS**
  - **Reset**
  - **Contractors on Battlefield**
  - **Mobilization/ Demobilization**
  - **Relief in Place/ Transfer of Authority**
- **Over 600 documented observations**

le, Less Bureaucratic – Need to Fight This Every

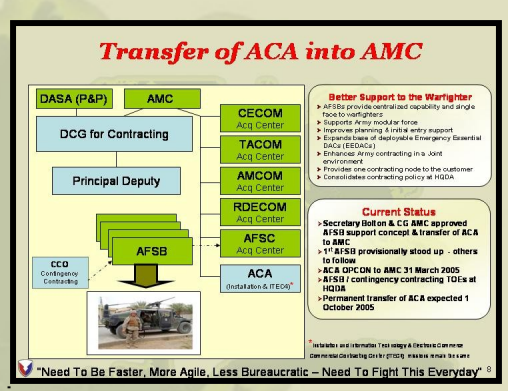
Transformation Initiatives

Life Cycle Management Commands

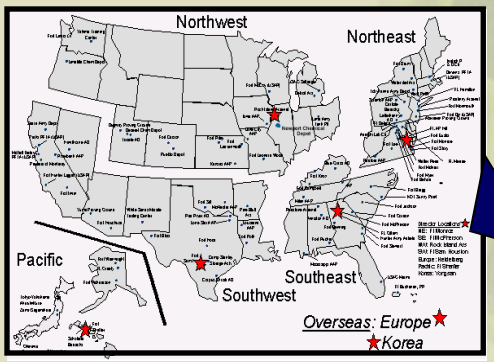




Support to Modular Army

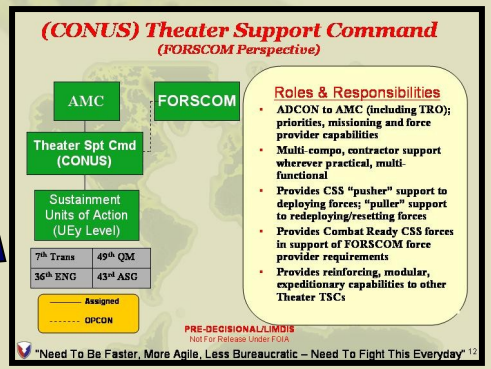


ACA Transfer into AMC



Installation Level Supply & Maintenance

Single Army Logistics Enterprise


(CONUS) Theater Support Command
(FORSCOM Perspective)
AMC
FORSCOM
Theater Spt Cmd (CONUS)
Sustainment Units of Action (UEy Level)
7th Trans
49th QM
36th ENG
43rd ASG
Assigned
OPCON
Roles & Responsibilities
ADCON to AMC (including TRO); priorities, missioning and force provider capabilities
Multi-compo, contractor support wherever practical, multi-functional
Provides CSS "pusher" support to deploying forces; "puller" support to redeploying/resetting forces
Provides Combat Ready CSS forces in support of FORSCOM force provider requirements
Provides reinforcing, modular, expeditionary capabilities to other Theater TSCs
PRE-DECISIONAL/LIMDIS
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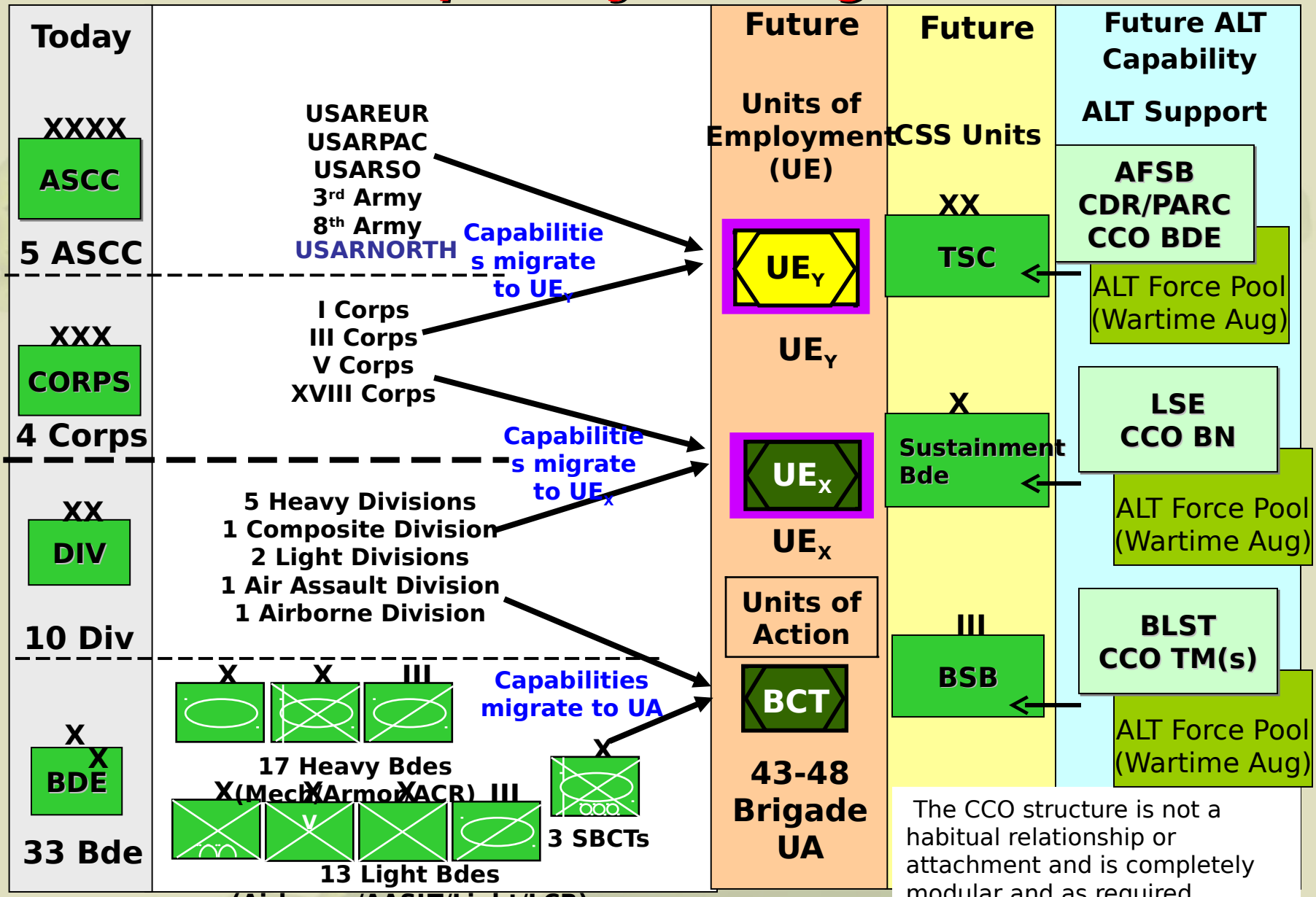
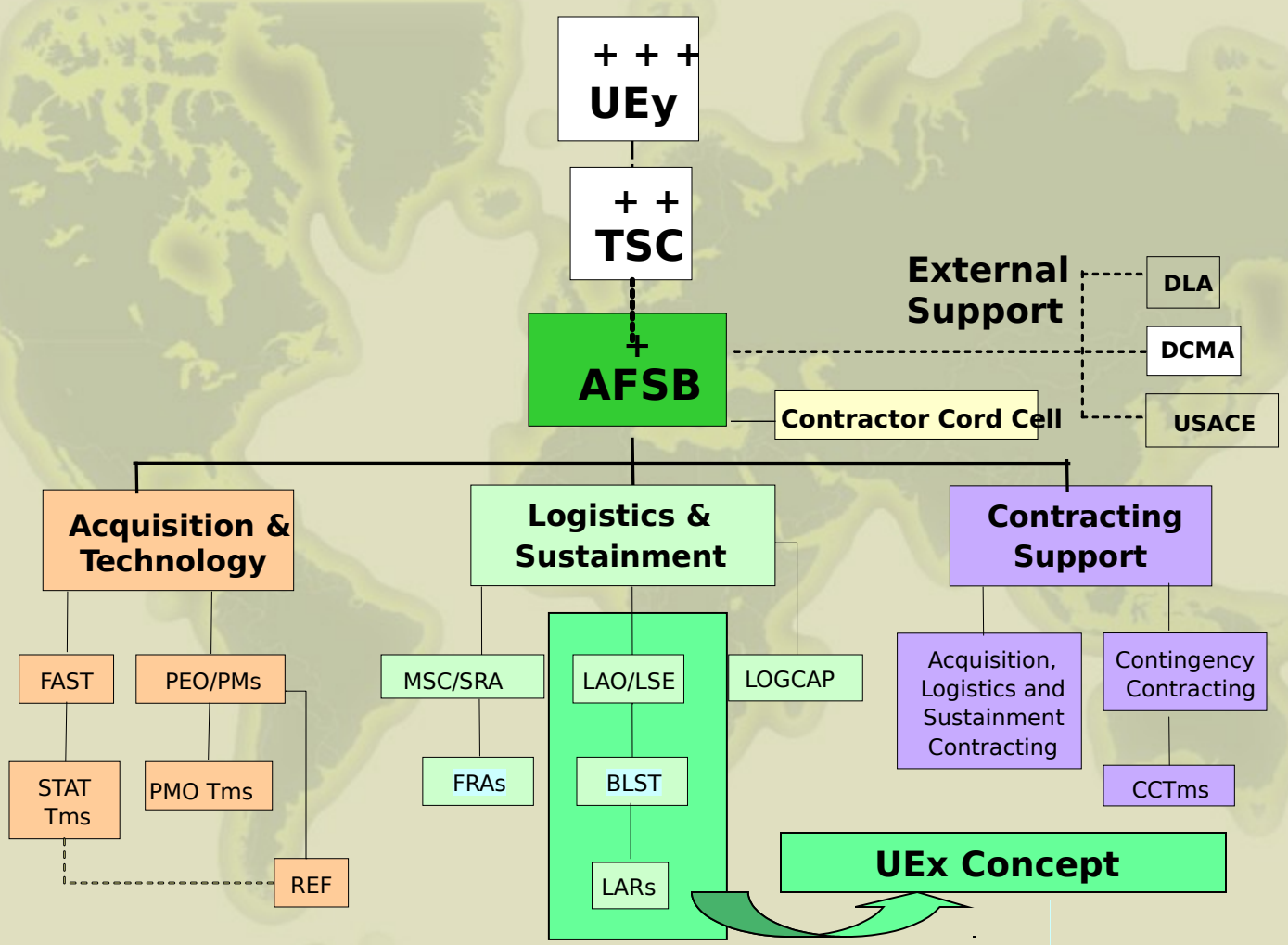
TSC Alignment

Modular Active Army Echelons & Capabilities: ALT Capability and Alignment



Army Field Support Brigade (AFSB)
(Acquisition, Logistics & Technology)



Integration of Logistics, Acquisition and Contracting

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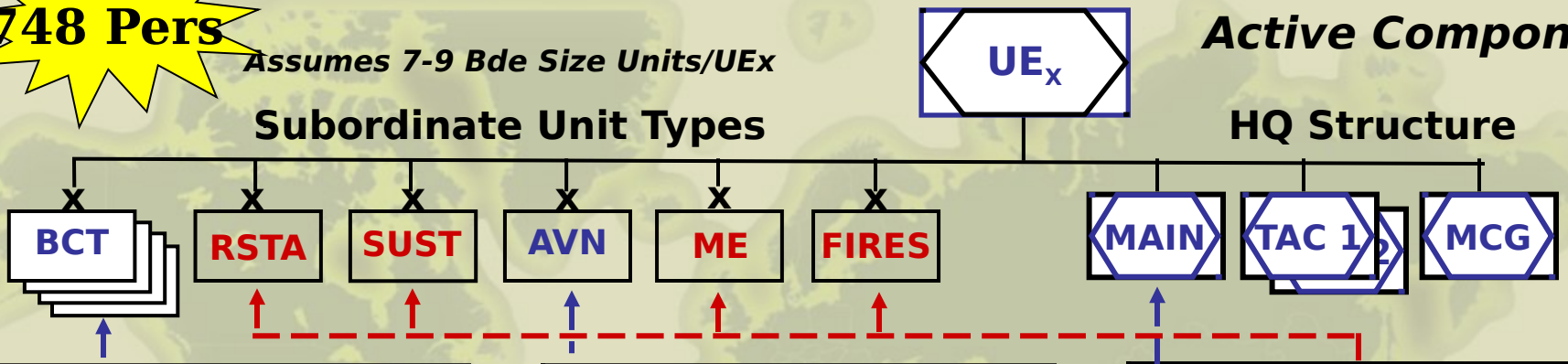
LSE Support Structure -- UEx and below

748 Pers

Assumes 7-9 Bde Size Units/UEx

Active Component



NOTIONAL BCT/UA BLST

TEAM CHIEF (MIL)	1
OPS CELL	1
AMCOM LAR (0-1)	1 *
CECOM LARs	3
TACOM LARs	4 **
DS to BCT/UA Total	10 (8-10)
DS to MUA TOTAL (8)	10

* 0 AMCOM LARS for Inf BCTs

** 3 TACOM LARs for Inf BCTs

NOTIONAL Avn Bde BLST

TEAM CHIEF	1
OPS CELL	0 ##
AMCOM LAR # (6-8)	8 #
CECOM LARs	1
TACOM LARs	1
DS to Avn Bde TOTAL (9-11)	11

\# 8 Heavy / 7 Medium / 6 Light

Senior AMCOM LAR is

NOTIONAL UEx LAO/LSE

LSE CHIEF (MIL)	1
LSE Deputy (MIL)	1
ADMIN SUPPORT	1
READINESS LAR	1
JMC AMMO LAR	1
AFSC SUPPLY LAR	1
OPS CELL	2
AMCOM LAR	3
CECOM LARs	4
TACOM LARs	7

o UEx units Total

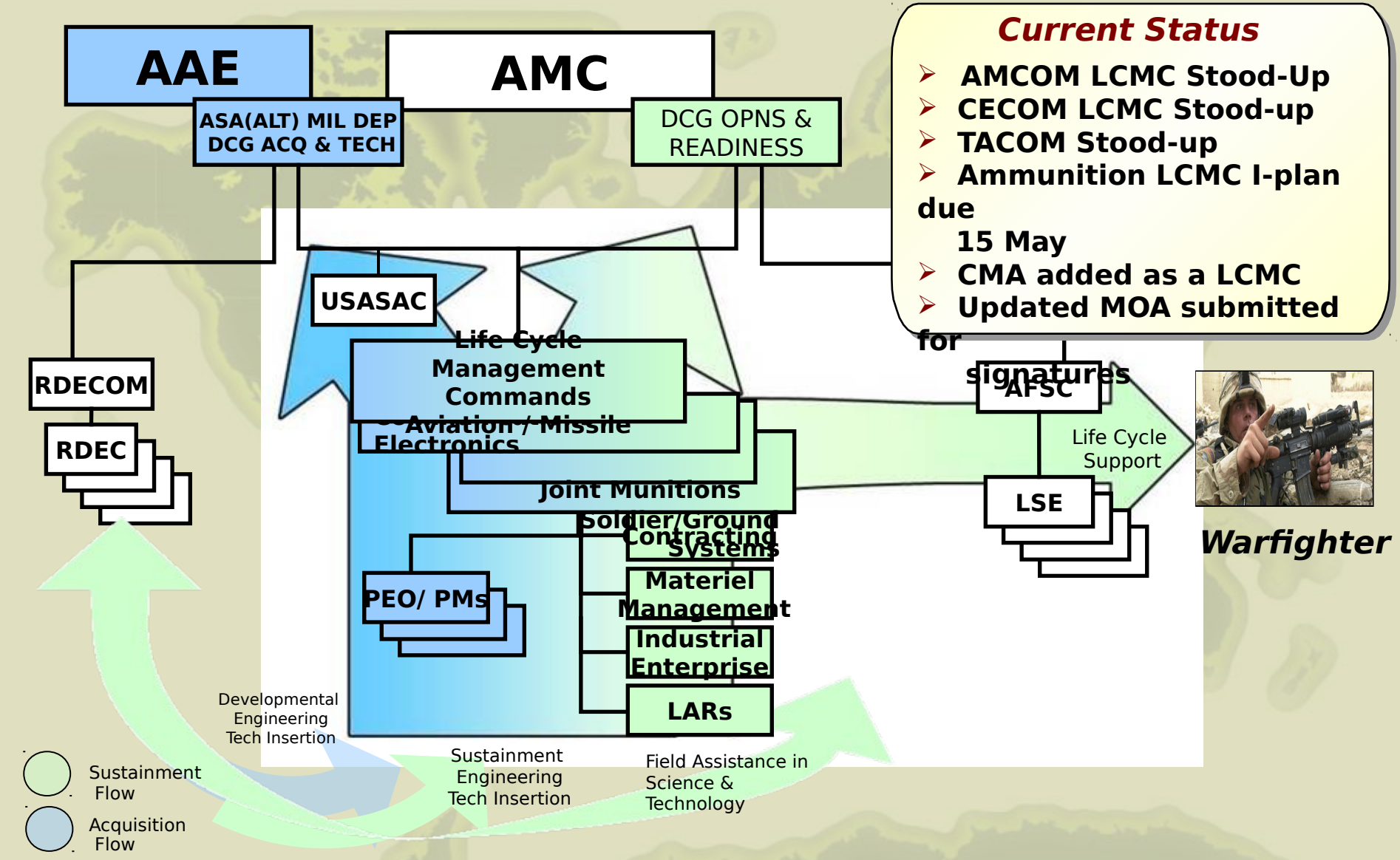
BLST assigned to UEx LAO (AMC)

BLST = Brigade Logistics Support Team

Green is a new requirement / missio

Concept Plan Completed 9 Mar 05

Life Cycle Management Command (LCMC)



Current Status

- AMCOM LCMC Stood-Up
- CECOM LCMC Stood-up
- TACOM Stood-up
- Ammunition LCMC I-plan due 15 May
- CMA added as a LCMC
- Updated MOA submitted for signatures

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Lifecycle Management Commands: Uniting the Effort

- **Unity of effort between Acquisition, Research and Logistics communities**
- **Acquisition decision authority between AAE and PEO's not affected.**

AMC Commodity Command

- ***Tank – automotive and Armaments Comm***
- ***Aviation and Missile Command***
- ***Communications – Electronics Command***
- ***Chemical Materials Agency***

RDECOM

- **TARDEC**
- **AMRDEC**
- **CERDEC**
- **ARDEC**

PEO/PM

- PEO Soldier
- PEO Ground Combat Systems
- PEO Combat Support & Combat Service Support
- PEO Missiles and Space
- PEO Aviation
- PEO Intelligence, Electronic Warfare, and Sensors
- PEO Command, Control, and Communications (Tactical)

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DOL Installation Functions Transfer to AMC

Standard IMA/ DOL Functions

- Materiel Maintenance
- Supply Management
- Supply Operations
- Laundry/Dry Cleaning
- Food Services
- Transportation

Standard AMC Functions

- Logistics Assistance Officer (LAO)
- Logistics Assistance Reps (LAR)
- Ammo Log Assistance Reps

Fleet Management Pilot (Rucker/Knox)

- Materiel Maintenance
- Supply Operations (partial)
- Supply Management (partial)

Potential Benefits

- **Link field logistics to the national sustaining base**
- **Enhance end-to-end distribution based logistics**
- **Improve support to the warfighter**
- **Integrate strategic, operational and tactical logisti capabilities**

Proposed AMC Functions

- Logistics Assistance Officer (LAO)
- Logistics Assistance Reps (LAR)
- Ammo Log Assistance Reps
- Materiel Maintenance
- Supply Operations
- Supply Management
- Laundry/Dry Cleaning **?**
- Food Services **?**
- Transportation Services **?**

PRE-DECISIONAL

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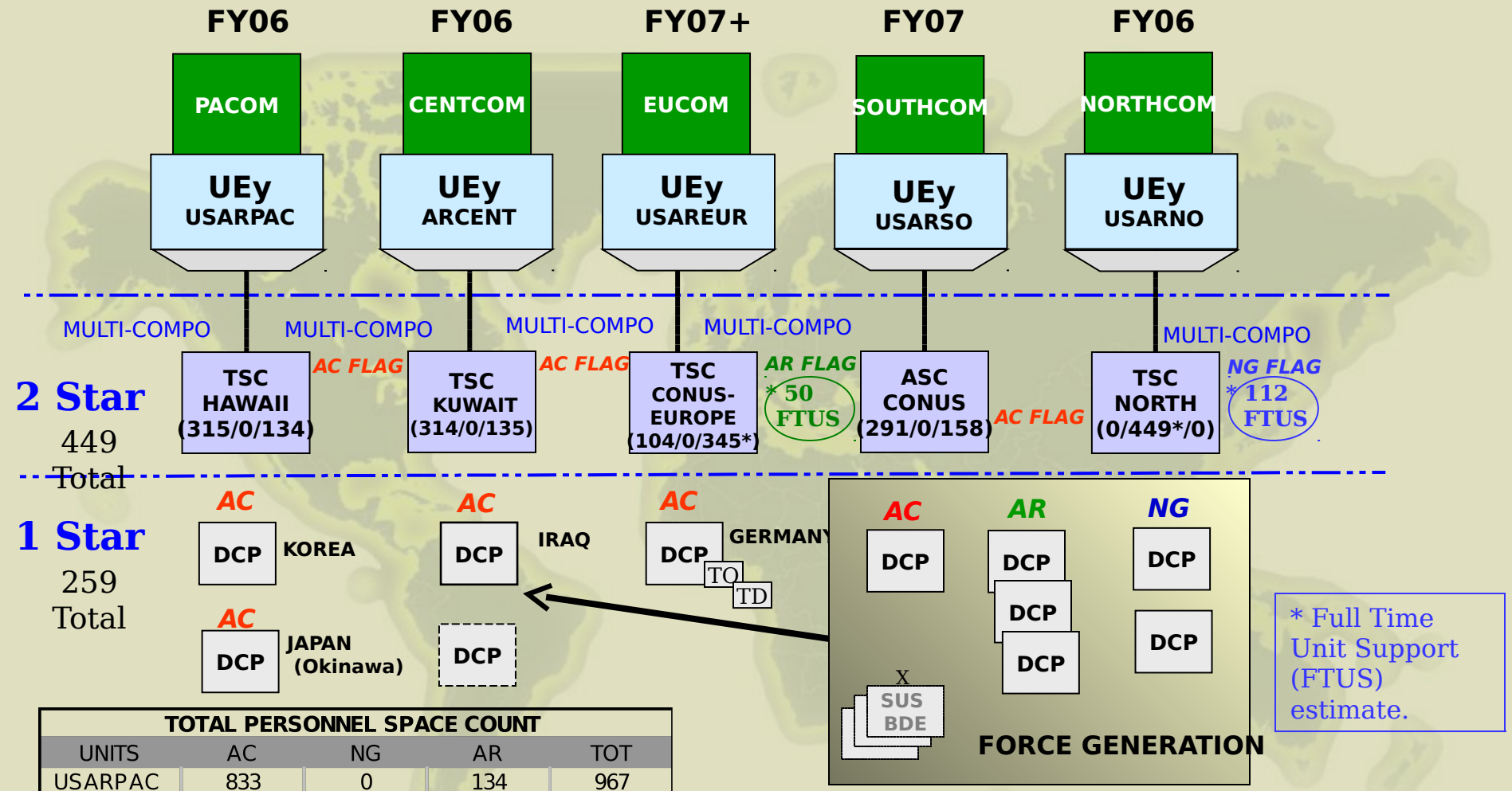
DRAFT

Theater Sustainment Command Structure



* Full Time Unit Support (FTUS) estimate.

TOTAL PERSONNEL SPACE COUNT

UNITS	AC	NG	AR	TOT
USARPAC	833	0	134	967
ARCENT	573	0	135	708
USAREUR ***	440	0	345	785
CONUS **	550	967	1194	2711
TOTAL	2396	967	1808	5171

** Includes Force Pool Units

*** 336 AC Spaces Forward in Europe includes TO/TD Plugs.

DRAFT

PROPOSED END STATE STRUCTURE

- **5 TSCs (4 Multi-Compo, 1 NG)**
- **10-11 DCPs (5 AC, 2 NG, 3-4 AR)**

(DCP'S Tentative pending TAA-13 review)

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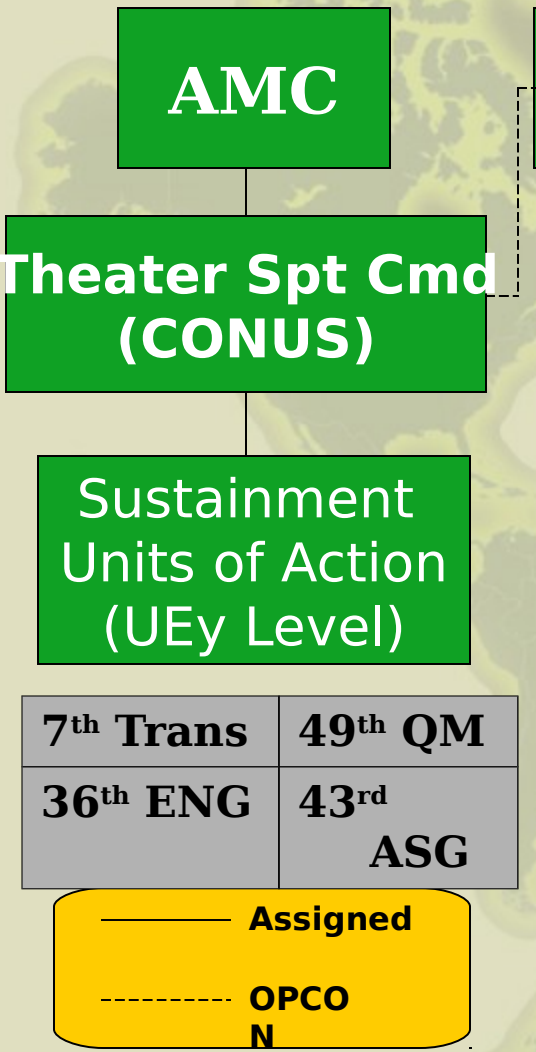
(CONUS) Theater Support Command

(FORSCOM Perspective)



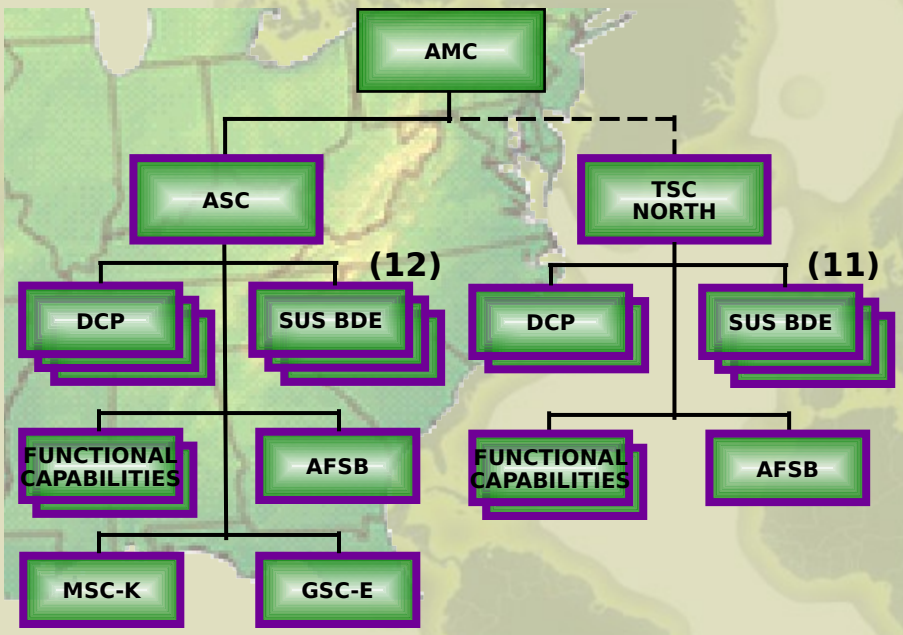
Roles & Responsibilities

- **ADCON to AMC (including TRO); priorities, missioning and force provider capabilities**
- **Multi-compo, contractor support wherever practical, multi-functional**
- **Provides CSS "pusher" support to deploying forces; "puller" support to redeploying/resetting forces**
- **Provides Combat Ready CSS forces in support of FORSCOM force provider requirements**
- **Provides reinforcing, modular, expeditionary capabilities to other Theater TSCs**

PRE-DECISIONAL/LIMDIS
Not For Release Under FOIA

Army Sustainment Command and TSC NORTH

(A Course of Action being considered)



ASC Mission: **Plan, prepare, rapidly deploy subordinate units and execute operational logistics within assigned AO or JOA**

TSC NORTH Mission: **Plan, prepare, rapidly deploy, and execute operational logistics within assigned AO or JOA; support HLS mission**

Key Points

- **Imperative for the approved Concept of Support**
- **Single Army integrator of logistics with joint and strategic partners (TRANSCOM, DLA, DECA, AAFES, GSA, AMC, FORSCOM, etc) in the national sustainment base**
- **Coordinates and establishes E2E distribution pipeline from national sustainment base to deployed TSCs**
- **ASC is CONUS – focused, HQ non-deployable; TSC NORTH worldwide deployable**
- **MSC-K and GSC-E assigned to ASC**
- **TSC NORTH supports homeland security and military assistance to civilian authorities; ASC provides backup**
- **ASC oversees regeneration of redeploying equipment**
- **ASC assists with force generation and rapid projection of trained and ready forces from CONUS base to RCI and return to home station**

PRE-DECISIONAL

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Questions ?

Back-up

Chemical Stockpile Demilitarization

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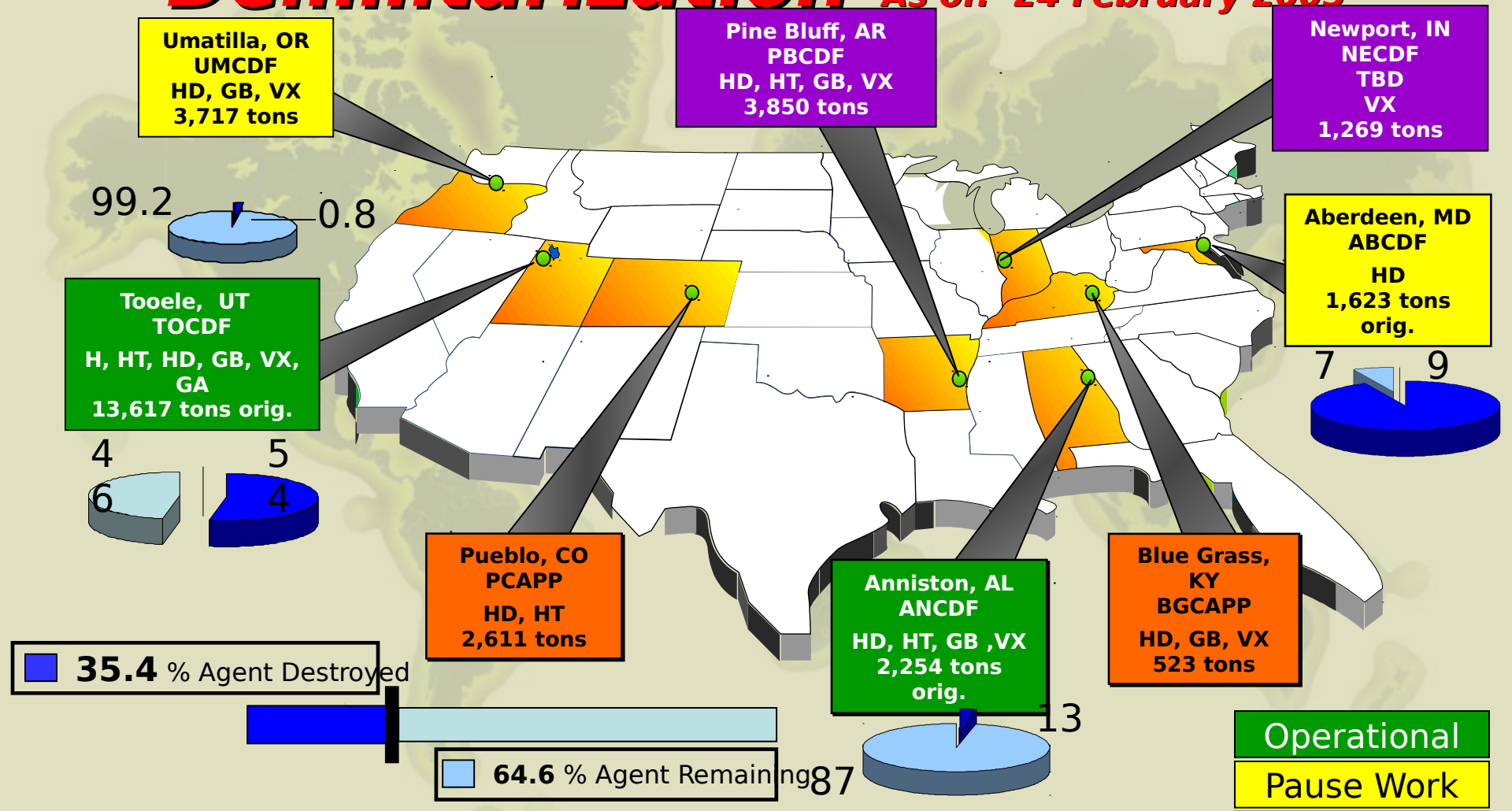
As of: 24 February 2005



Original Stockpile: 31,498
Tons Chem. Agent Destroyed:
11,149 Tons Current Stockpile:
20,349 Tons

FOUO

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24 February 2005

Chem Demil Site Status

Sites (Owner)	Current Status	Start Up / ~~Demil~~ Completion	Agent and Storage Campaig	Agent Destroyed (Tons)	% Agent Destroyed	REMARKS Chang e
Tooele, UT (CMA)	Ops	22 Aug 96 / 4Q FY 09	VX, HD, HT, H, L/GA/TGA Rockets, Bombs, Mines, Projos, Spray Tanks, TCs	7291	53.5% total	NSTR
Aberdeen, MD (CMA)	Pause	23 Apr 03 / 2Q FY05	HD TCs	1508	92.8% total	% original agent destroyed: 92.8% % original munitions drained: 99.7% Repairing high-pressure spray system
Anniston, AL (CMA)	OPS	9 Aug 03 / 3Q FY12	GB, VX, HD Rockets, Mines, Projos, TCs	285	12.6% total	NSTR
Umatilla, OR (CMA)	Pause	8 Sept 04 / 2Q FY11	GB, VX, HD Rockets, Bombs, Mines, Projos, Spray Tanks, TCs	31	0.8% total	Heated Discharge Conveyor shutdown for maintenance – estimated completion of 28 Feb 05
Newport, IN (CMA)	Sys	~~2Q FY05~~ 2Q FY06	VX TCs	0	0 %	Systemization Continues
Pine Bluff, AR (CMA)	Sys	~~Mar 05~~ 3Q FY10	GB, VX, HD, HT Rockets, Mines, TCs	0	0 %	Systemization Continues Medical Readiness Demonstration 28 Feb – 4 Mar 05
Blue Grass, KY (PM ACWA)	Design	~~Feb. 2010~~ 3Q FY14	VX, GB, HD Rockets, Projos	0	0 %	Normal Chemical Storage Operations
Pueblo, CO (PM ACWA)	Design	1Q FY09 3Q	HT, HD Projos	0	0 %	Normal Chemical Storage Operations

Operational, Active | Pause Work | Systemization | Design

Bob Harbs 806-9565

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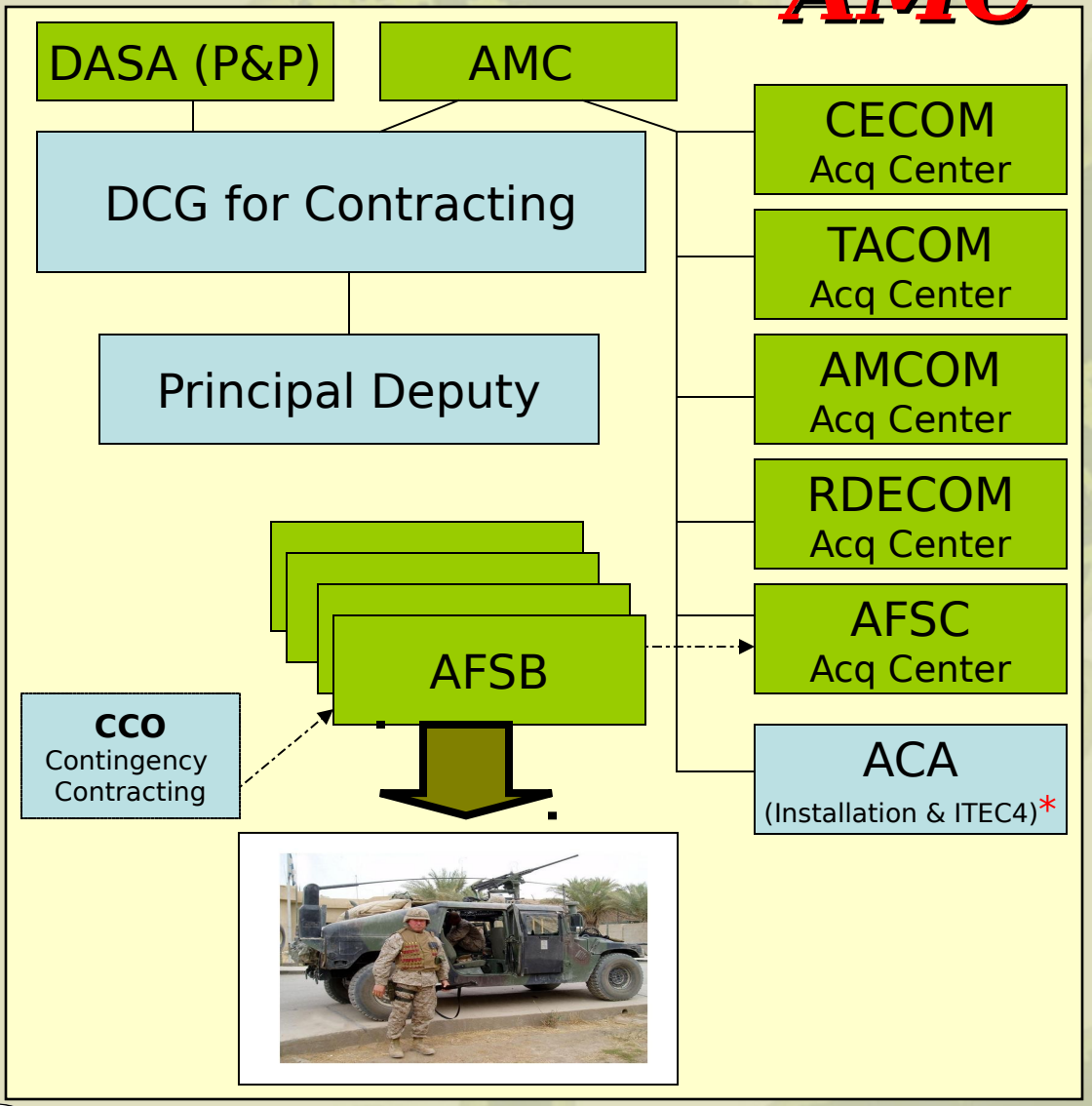
Transfer of ACA into AMC



Better Support to the Warfighter

- **AFSBs provide centralized capability and single face to warfighters**
- **Supports Army modular force**
- **Improves planning & initial entry support**
- **Expands base of deployable Emergency Essential DACs (EEDACs)**
- **Enhances Army contracting in a Joint environment**
- **Provides one contracting node to the customer**
- **Consolidates contracting policy at HQDA**

Current Status

- **Secretary Bolton & CG AMC approved AFSB support concept & transfer of ACA to AMC**
- **1st AFSB provisionally stood up - others to follow**
- **ACA OPCON to AMC 31 March 2005**
- **AFSB / contingency contracting TOEs at HQDA**
- **Permanent transfer of ACA expected 1 October 2005**

*Installation and Information Technology & Electronic Commerce Commercial Contracting Center (ITEC4) missions remain the same

U.S. Army Materiel Command

MG Stevenson

Deputy Chief of Staff G3, AMC

National Maintenance Capability

~~Army Campaign Plan~~ Update

15 March 2005

Need to be faster, more agile, less bureaucratic – Need to fight this everyday

Purpose/ Objectives

Purpose: Provide an update to the Army Campaign Plan for Major Objective 7-7

Major Intermediate Objectives

A. Ensure organic industrial base (maintenance depots and manufacturing arsenals) is able to support current and future warfighter requirements.

B. Develop and Institutionalize Lean / Six Sigma throughout AMC by end of FY06.

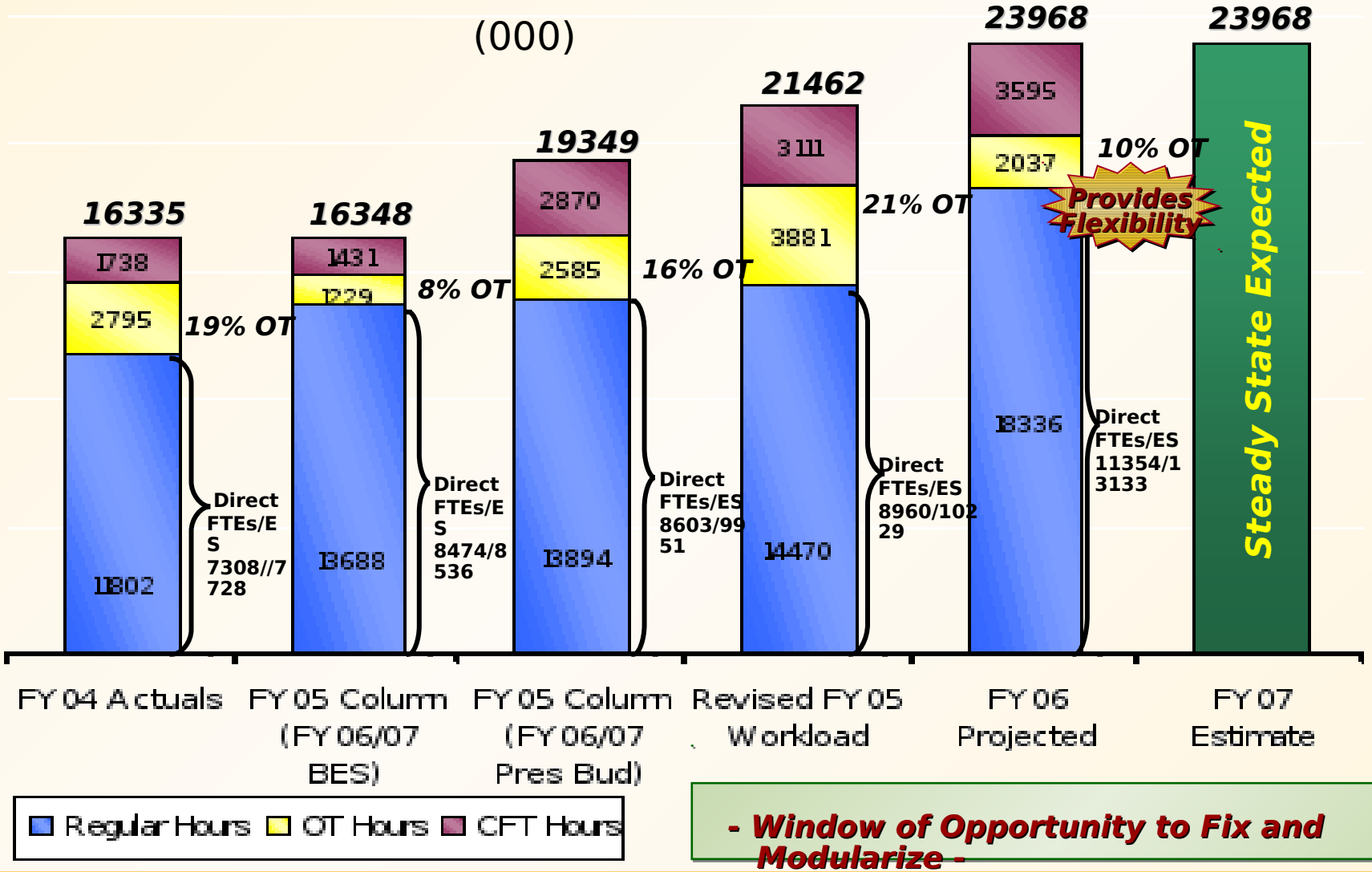
C. Implement the National Maintenance Program in order to reduce O&S costs, increase component reliability and right size the sustainment maintenance capacity and capability within the Army.

D. Implement Fleet Management (AMC & TRADOC) by end of FY05.

E. Assume control of all RESET activity

Ramp Up Strategy
(Organic Depots)

Intermediate Objective A



- Window of Opportunity to Fix and Modularize -

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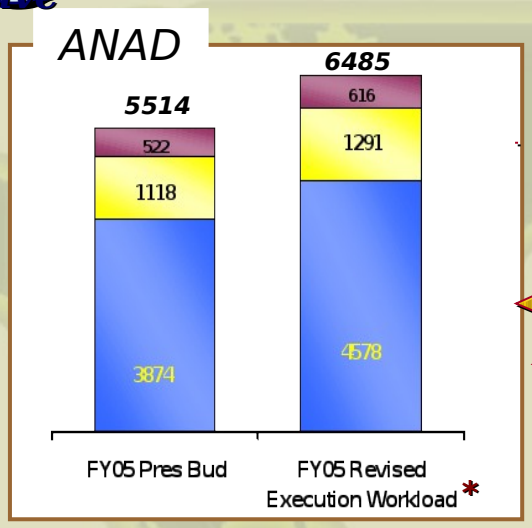
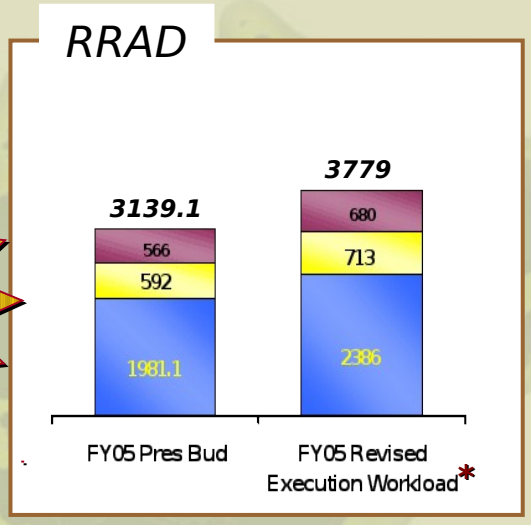
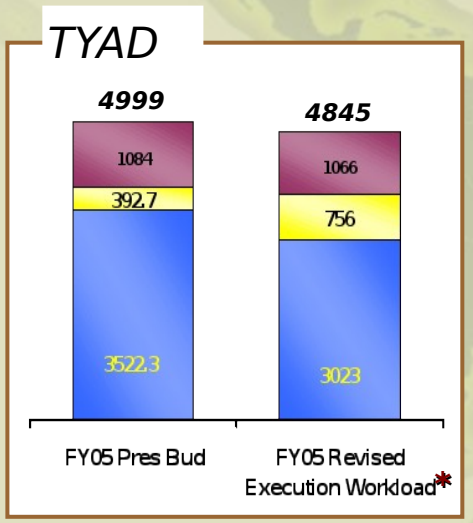
FY05 Distribution of DLHs

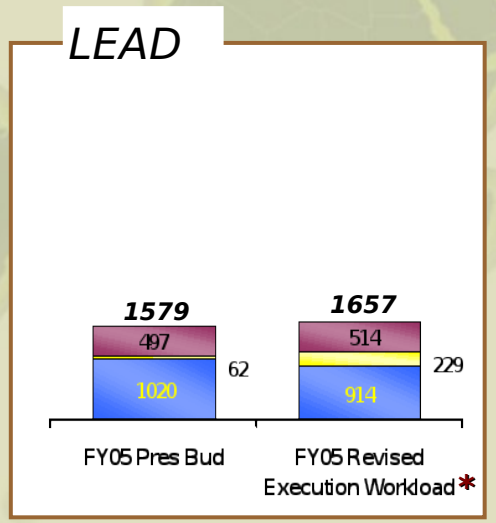
Intermediate Objective A

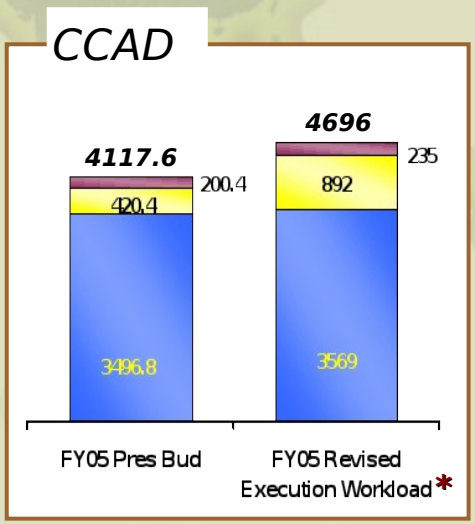


Pushing workload to capability not limited by CITE









Regular OT Contractor

* ***As of Feb 05. Expect Increases - e.g. Bradley, HMMWV, Firefinder – to be posted later***

"Need To Be Faster, More Agile, Less Bureaucratic – Need To Fight This Every

Intermediate Objective A

Capital Investment

Goal: **To maintain and upgrade our depots and arsenals to meet current and future core requirements, and to continue technology infusion in the production process.**

Army Working Capital Fund (AWCF)

Equip & Facilities < $750K.
Funded Through Rates.
Subject to OSD approval.

Most Reliable and Consistent Funding Source

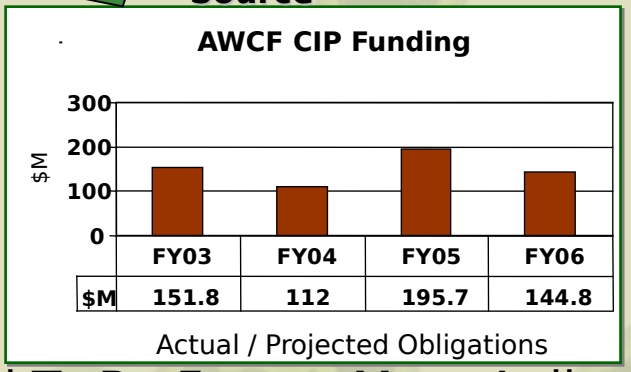
Major Construction

Facilities > $750K.
Direct Appropriation.
Controlled by ACSIM.

Procurement Appropriation

TMDE & Specialized Equipment to support new PEO-managed systems.
Controlled by PEOs.

Sporadic, Less Reliable Funding Source



Current/Future MCA Projects

- ***ANAD Power Train Facility in Design for FY06 construction.***
- ***ANAD Component Rebuild Facility funded for FY11.***
- ***RRAD Maneuver Systems Sustainment Facility in design for FY09 construction.***
- ***CCAD Aircraft Paint Facility funded for FY08 construction.***
- ***TYAD Electronics Maintenance and Instruction***

Intermediate Objective A

Partnering

Public-private Partnerships

Year	Active Partnerships
1998	13
2002	42
2004	65

Facilitization
- Private partner builds, equips or improves Army-owned facilities.
- Examples:
  - ✓UDLP at RRAD
  - ✓GDLS & Honeywell at ANAD

Engineering & Parts Support
- OEM:
  - ✓Advises on production processes
  - ✓Supplies parts directly to overhaul line
  - ✓Incorporates best bus[illegible]ractices

AMC-DLA
- DLA provides parts required for some depot overhaul in kits containing all necessary parts

Education
- Depots have:
  - ✓Cooperative education programs with local community colleges or technical schools.
  - ✓Training in high school work-stud[illegible]ams.

Benefits

New/improved facilities & equipment, maintenance of existing facilities & equipment

Higher quality, faster turnaround, lower labor cost

Increases efficiency, avoids delays, increases throughput

Trained, skilled workforce, replaces workers nearing retirement

Intermediate Objective B

Lean/Six Sigma

- Lean

Efficiency

It's about speed and flow and eliminating waste

  - **Focuses on maximizing process velocity**
  - **Provides tools for analyzing process flow and delay times at each activity in a process;**
  - **Centers on the separation of "value-added" from "non-value added" work with tools to eliminate the root causes of non-value added activities and their cost; and**
  - **Provides a means for quantifying and eliminating the cost of complexity.**

- Six Sigma

Effectiveness

It's about precision and accuracy (in that order) to yield data-driven decisions

  - **Emphasizes the need to recognize opportunities and eliminate defects as defined by customers;**
  - **Recognizes that variation hinders our ability to reliably deliver high-quality services;**
  - **Requires data-driven decisions and incorporates a comprehensive set of quality tools under a powerful framework for effective problem solving;**
  - **Provides a highly prescriptive cultural infrastructure effective in obtaining sustainable results; and**
  - **When implemented correctly, promises and delivers $500,000+ of improved operating profit per Black Belt per year (in for profit companies, of course).**

Lean/Six Sigma Achievements

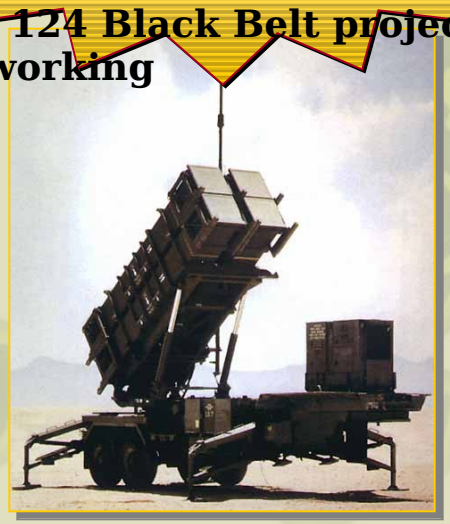
Intermediate Objective B

Training

- **Two-day off-site for MSC Cdrs & HQAMC primary staff**
- **1,333 Green Belts Trained**
- **124 Black Belt projects working**

M1 Assembly
Anniston Army Depot

- ✓ **Throughput time decreased from 4.5 days to 2 days – 56%**
- ✓ Transformed maintenance bay operation into a balanced single one piece flow process



PATRIOT Launcher
Letterkenny Army Depot

- ✓ **FY03-FY09 Program Savings = $17M**
- ✓ Savings: 476 Hrs/unit reduction in FY04
- ✓ Customer Realized Savings: $4.4M

Ground Mobility Vehicles
Letterkenny Army Depot

- ✓ **Returned $990,000 in savings to USASOC which translated into 18 vehicles produced at no charge**
- ✓ Producing models for Special Forces, Army Rangers, Navy SEALS, and the Air Force.
- ✓ Shortened the turn around time for the modifications from 10 weeks to only 8.8 days

Intermediate Objective B

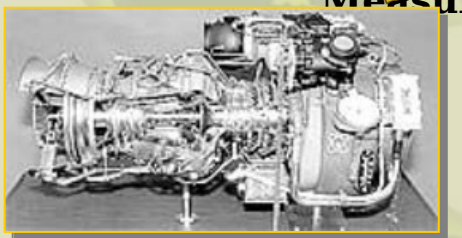
Lean/Six Sigma Achievements

Value of L6σ

- **Enables materiel to the Soldier**
  Better- - - Cheaper- - - Faster
- **Provides structured approach to Continuous Measurable Improvement**

Sidewinder
Tobyhanna Army Depot

- ✓ **This year, Tobyhanna expects to build 1,180 more units for both the Air Force and Navy, projects customer cost savings of $309,825 and an annual cost avoidance of $1.87M.**



T700 Engine Program
Corps Christi Army Depot

- ✓ **Increased Mean Time Between Replacement from 309 hours to 900+ hours**
- ✓ *Reduced time to produce an engine from 261 days to 90 days*

N/ALQ-144 Countermeasures Se
Tobyhanna Army Depot

- ✓ **$2.122M '04 savings on Unit Funded Costs**
- ✓ *Overhaul Direct Labor Hours (DLH) reduced by 40%*
- ✓ *RESET DLHs reduced by 28%*
- ✓ *Flow Days decreased from 32 to 22*

Intermediate Objective B

Armor Protection Kits

The Team

- ✓ **Partnership of ARL, TACOM and PM LTV**
- ✓ **4 Depots, 2 Arsenals and an Ammo Plant**

The HMMWV Result

- ✓ Design to delivery - 4 mo.
- ✓ Funding to first delivery - 7 weeks
- ✓ Accelerated delivery schedule by 90 days

M939 5-Ton

- ✓ **Applying lessons learned**
- ✓ **Ramping from 139-176 /we**
- ✓ **Using entire GSIE to suppo**

Intermediate Objective B

Other Efficiencies, Initiatives in Progress

- Organic Industrial Base assessment team with leading industry consultant (Toyota Model)
- K-Line Ops in Arifjan … recovered $532M worth of ammunition for re-use so far
- Mobile Parts Hospital … fabricated 11,154 parts to assist with readiness in theater
- AMCOM Express
- Forward Repair Activities in SWA … up to 19 separate FRAs now
- AFSBs … AMC's single face to the field … maintenance support, contracting, PM support, and FASTs
- Site visit to SOCOM Acquisition Center … examining ways to improve rapid fielding and sustainment

National Maintenance Program

NMP is a centrally coordinated and controlled repair-based logistics system for the Army that distributes sustainment maintenance workload across depot and below-depot activities, based on national need developed through a national requirements determination process.

- ***Key characteristics***
  - Repair based on national need
  - Repair and return to supply system
  - Repair to a single national standard
  - Repair performed by qualified national providers

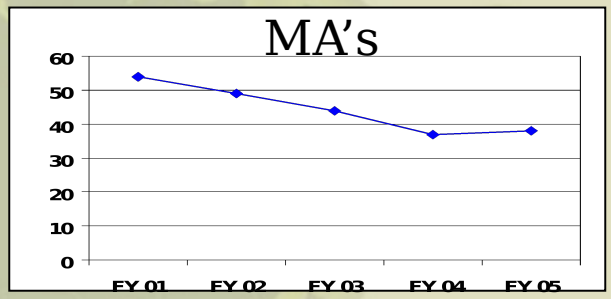
- ***Key Benefits***
  - Reduces repair of excess
  - Establishes a single national repair standard
  - Improves quality of repair
  - Expects to increase mean time between failures and reliability

Intermediate Objective C

Implementing National Maintenance Program

- Increase component reliability
  - HQDA established "overhaul with an expected life" as the national standard for AWCF items.
  - LCMCs developing repair procedures to increase reliability
  - Non-depot repair sites must be ISO compliant.
  - Non-depot repair sites are technically certified as "Qualified National Providers."

- Reducing Operation and Support Costs
  - LCMCs compute single national repair requirement
  - Army will require less OPTEMPO dollars beginning in FY06
  - LCMCs use cost of repair as one criterion in determining a non-depot location



- Right size the sustainment maintenance capacity and capability
  - Number of non-depot repair sites reduced from 54 (FY 01) to 38 (FY 05)
  - LCMCs consolidate repair at depots and non-depots sites that are projection platforms, where possible
  - Established NMP site in Kuwait

- **84% of national repair standards have been developed.**
- **38 out of 38 Sources of Repair for FY 05 are deemed "ISO compliant."**

Preliminary sample data for M88 engine indicate that the mean mileage between replacement may increase from 707 miles to 3,158 miles (using national repair standard)

Approximately 50% of FY 05 workload in CONUS is located at power projection platforms.

Intermediate Objective D

Fleet Management Program

In Feb 02, in response to invitation by CG TRADOC, CG AMC agreed to pursue development of a logistics support arrangement dedicated to improving the fleet readiness of the training base fleet.

Objectives

- Establish clear lines of responsibility for fleet readiness/management.
- Enhance Army transformation.
- Provide for improved quality, reliability and efficiency across the full spectrum of logistical support.
- Promote consistent standards of support (FMC 10/20).
- Free TRADOC commanders to focus on transformation and core missions.

Support Concept

- Demonstrate efficiencies with pilot programs.
- Partner commodity commands with schools:
  - AMCOM and Fort Rucker
  - TACOM and Fort Knox
- Assume responsibility for maintenance and supply operations.
- Increase materiel management oversight.
- Leverage AMC capabilities providing a better solution to services and maintenance challenges.
- Seek contractual efficiencies.

Intermediate Objective D

Fort Rucker – AMCOM Pilot

(Fleet Management Continue)

Approach:

- "Single Provider" Concept
  - Aviation Center Logistics Command (ACLC)
- Enhanced materiel management
  - AMCOM Support Cell
  - ACLC Expansion (COL, 4xGS)
  - CCAD interface
- Spares Stockage Assessment
- Contract Restructuring
- Comprehensive Process Review

Results:

- COL Command-level ACLC status
- Revamped ASL and PLL
- Met training requirements 100%
- Improved fleet readiness rates by 25%
- Performance based contract awarded; new incentives included to improve contractor performance
- FY 04 cost of doing business consistent with FY 03; total costs expected to decline as new contract incentives are realized.

Pilot Period: Feb03-Jun04

Intermediate Objective D

Fort Knox – TACOM Pilot (Fleet Management Continue)

Approach:

- "Single Provider" Concept
  - DS/GS functions
  - Unit Maintenance Activity (UMA)
- Enhanced materiel management
  - TACOM-RI Support Cell
  - Fort Knox MMC
- Established depot repair team
- Unit maintenance activity
  - Manning
  - Structure
  - SOPs
- M1 Engine Repair Program

Results:

- Provided invaluable assistance during challenging A-76 implementation
- Improved teamwork as unit and DS/GS activities were better synchronized
- Met training requirements 95%
- M1 Engine repair program resulted in 100% engine availability during Summer surge.
- Overall readiness condition of the fleet continues to improve.
- FY 04 cost of doing business significantly less than in FY 03.

Pilot Period: Feb03-Sep04

Reset Partnership w/ FORSCOM

- No change to Aviation STIR
- Cannot afford “soldier-less” Reset on all non-aviation materiel
  - ✓ FORSCOM does Reconstitution; AMC does Reset
  - ✓ Reconstitution defined as Field level maintenance actions (up to and including what we know today as DS level maintenance) taken to return a piece of equipment to 10/20 standards (as defined in AR 750-1, which includes having all urgent and limited urgent MWOs applied); includes an A-service, including change of all fluids
  - ✓ Reset includes Reconstitution and is defined by specific SOW for each system
  - ✓ Some items Reset only – no FORSCOM Reconstitution requirement

Reset Partnership w/ FORSCOM

- AMC publishes criteria for Reset candidates
- Single AMC Reset manager on each installation
- As much as possible, Reset work will be conducted on or near the unit's installation
- AMC will contract for all Reset work that requires contractor labor; FORSCOM will publish policy that precludes units entering into Reconstitution/Reset contracts on their own
- Mobilizing 3 DS maintenance companies tailored to meet regional demob requirements; expanding to 5 add'l RC Reset sites.

Reset Partnership w/ FORSCOM

- Single FORSCOM (Active, Guard, Reserve)-wide Reset standard (10/20/3D)
- Single belly-button for Reset, FORSCOM-wide
- Simpler to capture Reset costs
- FORSCOM establishes priorities for repair
- FORSCOM establishes maintenance programs for LBE; inducts into depots for Recap seed IAW directions from HQDA
- Continuing to identify and ship Reset candidates directly from Theater to AMC Reset location
- Integrating RC Maintenance Assets into the Reconstitution Process

Summary

Today → *Future Support*

Existing

Organic and Contract Support
-Ramp Up
-CIP
-Partnering

+

Lean / Six Sigma
-Efficient and Effective

+

NMP
-Single Standard
-National Need

+

Emerging

Fleet Mgmt
-Bringing AMC Expertise and Capability

+

DOLs
-Supply and Maint ?

=

End Result

Efficient and Effective Integrated Maintenance Support from Installation thru Industrial Base

"Need To Be Faster, More Agile, Less Bureaucratic – Need To Fight This Every

Backups

Top 3 Ammunition Industrial Base Requirements

Lake City Army Ammunition Plant

Critical Modernization: $167.4M

	FY05	FY06	FY07	FY08	FY09	TOTAL ($M)
Required ($M)	$34.74	$28.70	$56.64	$62.63	$59.39	$242.10
PEO Ammo IF	$19.40					$19.40
PM MAS PAA	$15.34	$10.00	$10.00	$10.00	$10.00	$55.34
Add's Funding Requi	$0.00	$18.70	$46.64	$52.63	$49.39	$167.36

- SCAMP and 7.62 Loading Replacements
  - Bullet Manufacture & Charging Replacements
  - Environmental Control
- Packaging improvements
- Complete SCAMP Electronics

Additional Needed Modernization: $70 M

- Utilities Upgrade
- Building Renovation
- Environmental Compliance

Radford Army Ammunition Pla

Critical Modernization: $136.5M

	FY05	FY06	FY07	FY08	FY09	Total ($M)
Required ($M)	31	40	32	36.5	13	152.5
PEO Ammo IF	16					16
Additional Required	15	40	32	36.5	13	136.5

- Nitric/Sulfuric Acid Plant
- NC Production Lines
- Quality Lab
- Power Plant Upgrade & Environmental Compliance

Additional Needed Modernization: $228M

- Single & Multi-Base propellant facilities
- Continuous Multi-Base propellant facilities
- Environmental Controls
- Mattress Upgrade

Houston Army Ammunition Plant

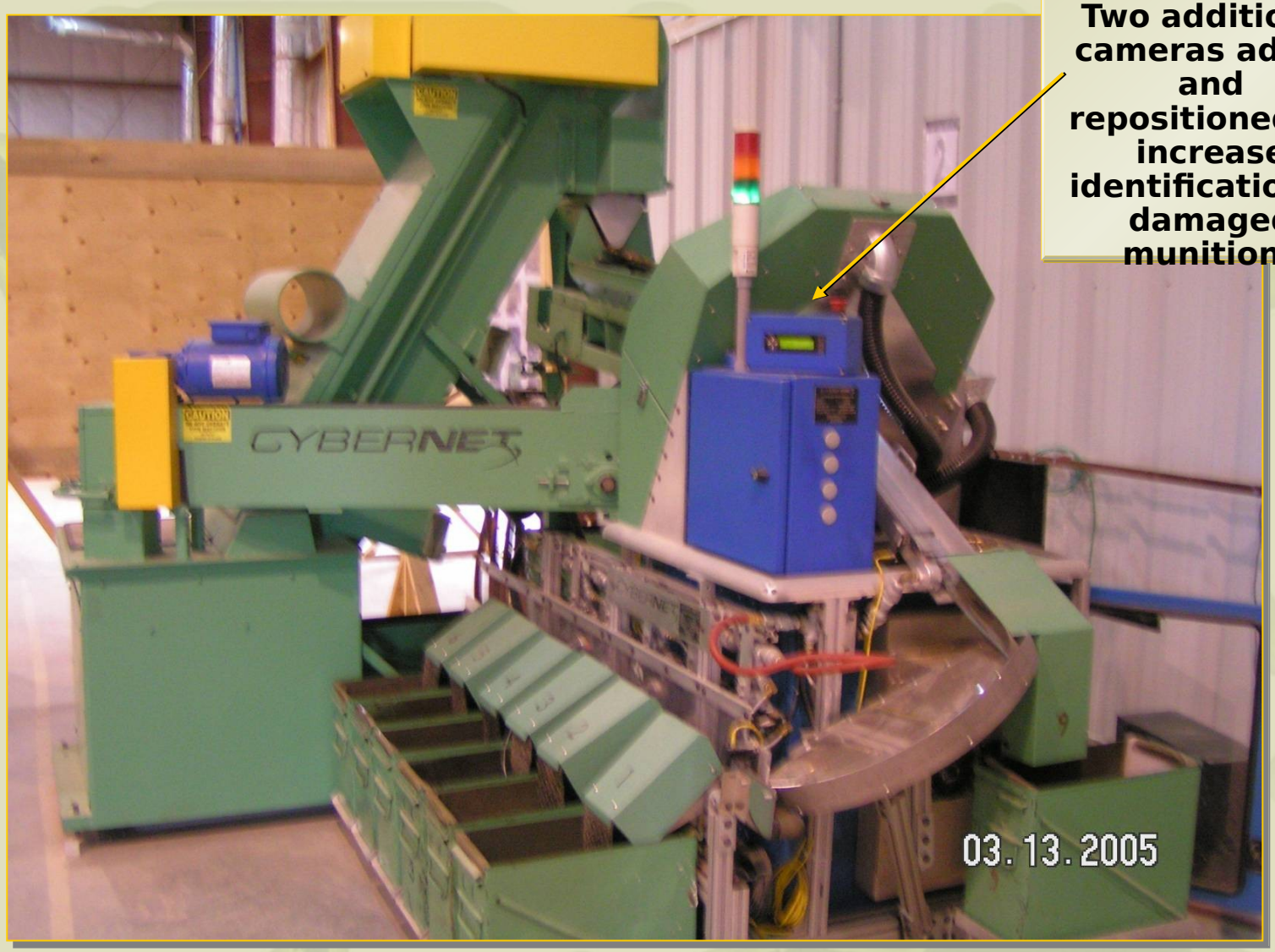
Critical Modernization: $90.2M

	FY05	FY06	FY07	FY08	FY09	Total ($M)
Required ($M)	7.9	22.2	36.1	20	8.5	94.7
PEO Ammo IF	4.5					4.5
Additional Required	3.4	22.2	36.1	20	8.5	90.2

- Powerhouse MACT - $700K annual operating cost savings
- Water & Elec.Sys. – Annual maintenance cost avoidance
- Waste Water Treatment – New stringent RDX standard from EPA
- Intraplant Consolidation – Seven year payback
- Increase Fluid Energy Mill Capacity – Future IM Requirements
- Flexible Nitration Facility – Initial US source for insensitive RDX
- IM Formulations – Operational processing efficiencies

Additional Needed Modernization: $104.6M

Intermediate Objective A



Two additional cameras added and repositioned to increase identification of damaged munitions

Ammunition Reclamation Accomplishments

Category	Quantity Processed	Serviceable/ Reparable	Percent Reclaimed	Short Tons Processed	Reclaimed Value
5.56mm SAW Ammo	6.2 M	5.1 M	82%	141 S/T	$2.6M
.50 Cal Ammo	1.7 M	1.2 M	70.5%	331 S/T	$2.7M
Small/Medium Caliber	49 M	42.6 M	87.%	2,865 S/T	$72M
Tank/Anti-Tank	25.4K	22K	87%	757.8 S/T	$36.6M
Artillery/ Mortar	44.4 K	39 K	89%	852 S/T	$12.4M
Missile	12 K	11.7 K	97.5%	1	
Items	242.4 K	235.6 K	97%	1,[illegible] S/T	[illegible]M
Retrograde			Unserviceable		

Total Value Processed $149M

Retained in Theater Serviceable $532M

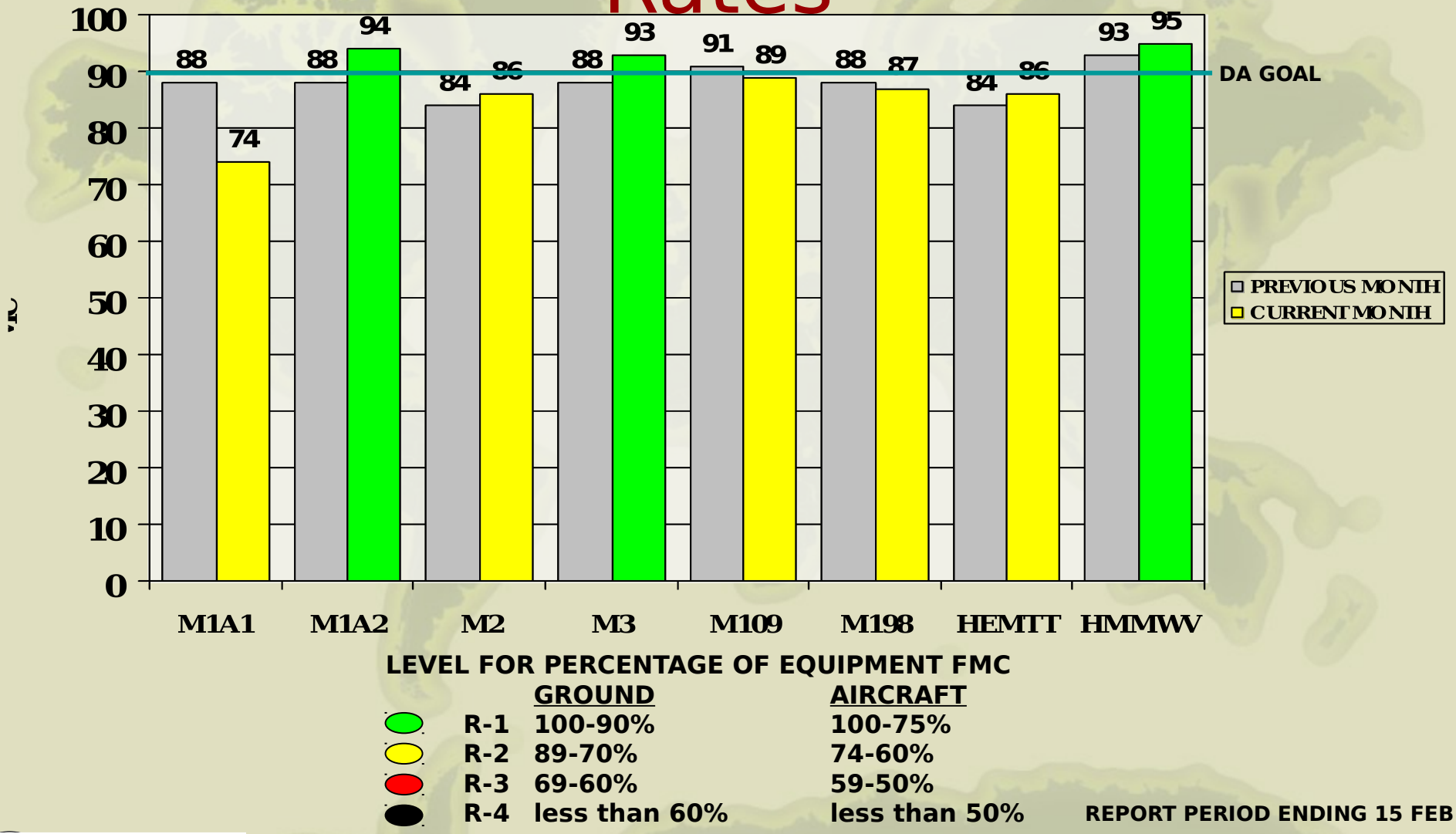
$20M

FY05 DM Production Schedule

PROGRAM		OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	FY05 BAL OCT - DEC	Total
M2 MG	PLANNED	462	512	512	700	630	757	800	900	900	875	891	867	2571	11377
	ACTUAL	462	512	512	700	630									2816
M240 MG	PLANNED	0	200	100	57	50	100	120	150	400	650	280	250	0	2357
	ACTUAL	0	200	100	57	50									407
M109	PLANNED	2	2	2	1	0	4	3	5	4	4	4	4	7	42
	ACTUAL	2	2	2	1	1									8
HMMWV	PLANNED	97	196	246	300	306	499	540	583	753	700	713	672	1403	7008
	ACTUAL	27	167	213	133	321									861
HEMTT	PLANNED	41	34	25	50	26	33	39	35	37	39	54	60	414	887
	ACTUAL	41	31	14	41	48									175
ABRAMS	PLANNED	17	14	12	11	40	38	24	44	31	32	21	57	149	490
	ACTUAL	19	19	15	19	26									98

As of 28 Feb 05

Active Army Sorts Fleets Readiness Rates

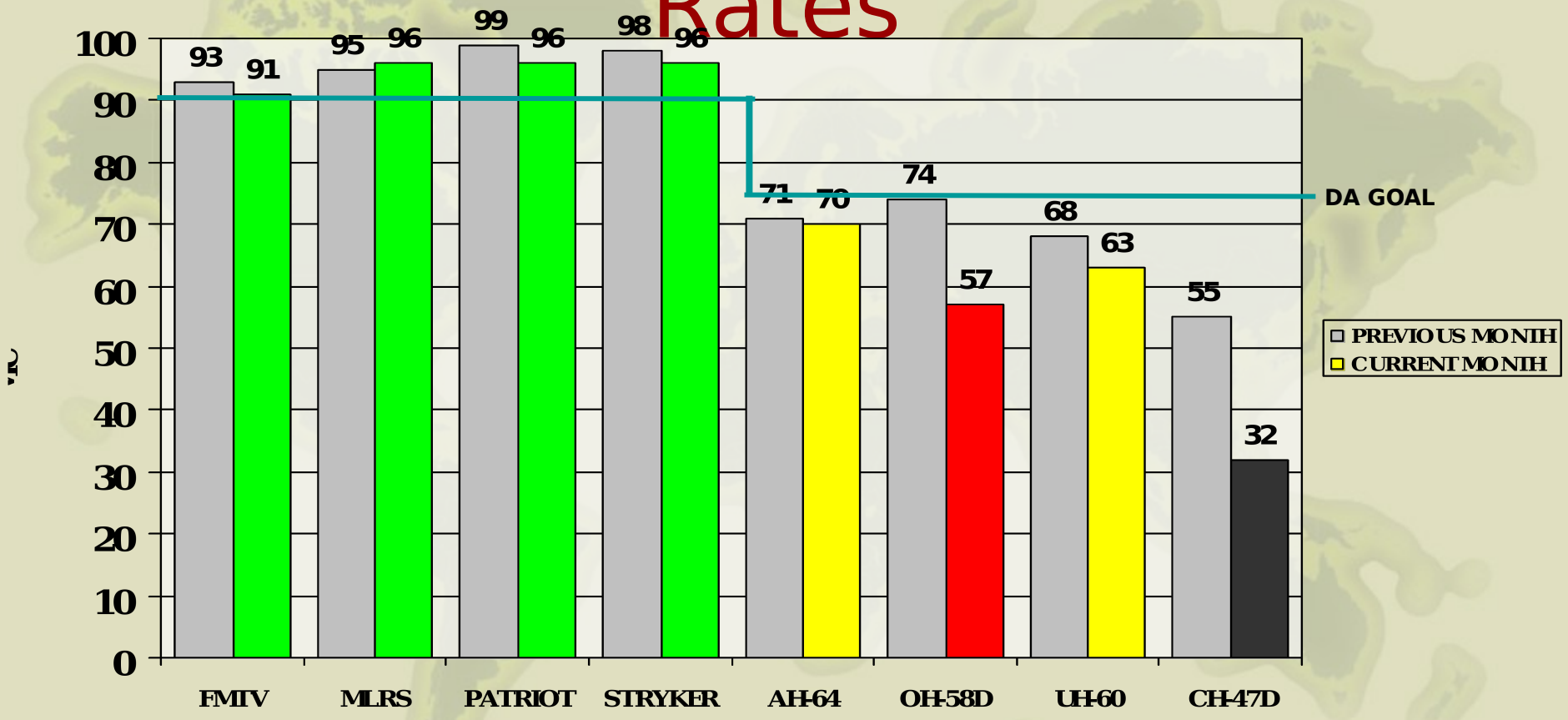


LEVEL FOR PERCENTAGE OF EQUIPMENT FMC

	GROUND	AIRCRAFT
R-1	100-90%	100-75%
R-2	89-70%	74-60%
R-3	69-60%	59-50%
R-4	less than 60%	less than 50%

REPORT PERIOD ENDING 15 FEB

Active Army Sorts Fleets Readiness Rates



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R-2	89-70%	74-60%
R-3	69-60%	59-50%
R-4	less than 60%	less than 50%

REPORT PERIOD ENDING 15 FEB

COO # 2: Fleet Readiness

AVERAGE READINESS FOR PILOT FROM FEB 03 to Feb 05

	M1A1	M1A2	M3	M88A1	M88A2	HMMWV	HEMTT
Baseline	79%	90%	90%	89%	71%	90%	81%
GOAL	84%	90%	90%	90%	76%	90%	86%
FMI AVG	82%	89%	90%	80%	69%	93%	90%
Army Avg	77%	87%	82%	80%	75%	91%	85%

Where We Were

- **Transfer of fleet maintenance responsibility from training brigades to Unit Maintenance Activity**
- **Establishment of new organization and processes**
- **Lack of ownership impact on care and treatment of fleet**
- **Delinquent services, NBC systems, bore scope of gun tubes**

Where We Are

- **Single maintenance provider concept synchronized unit and DS/GS maintenance**
- **ANAD repair program resulted in 100% engine availability during summer surge**
- **Overall readiness of the fleets continues to improve**
- **Improved feeling of ownership by implementing habitual support fleets**
- **Bore scope completed**
- **Services and NBC system**

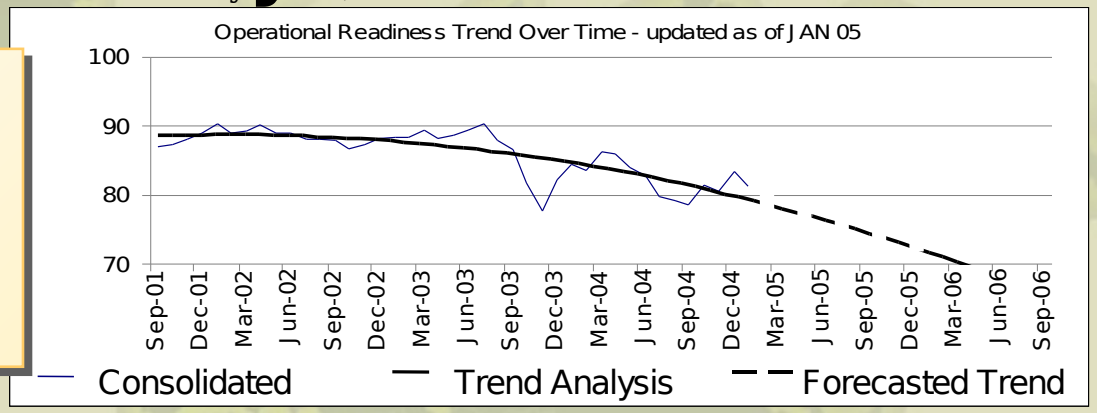
Where We're Going

- **Continue to improve the readiness of the fleets**
- **Work with training brigades to continue to build on pride of "ownership"**
- **Improve the appearance and pride in the fleet by implementing a paint program**
- **Continue ANAD support**
- **Complete NBC system maintenance and continue to perform services to standard**

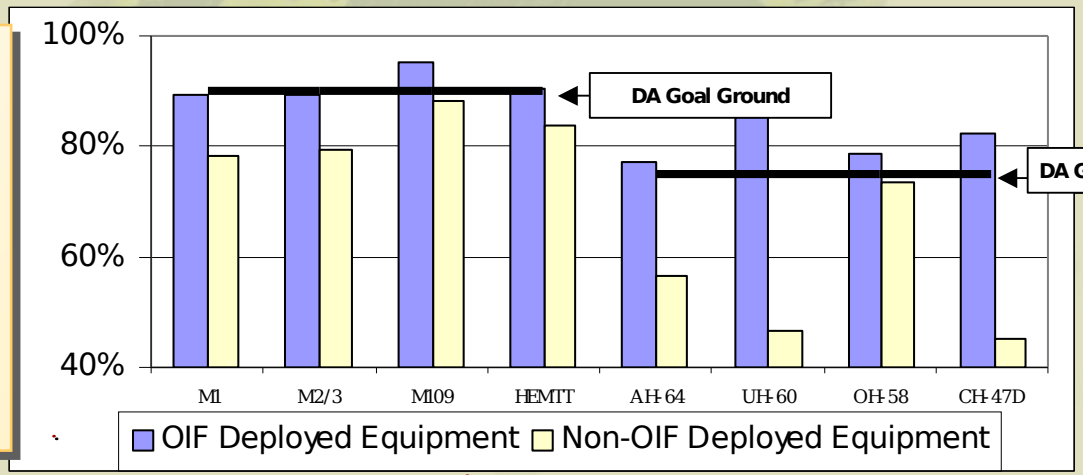
Operational Readiness Trend Analysis

All Systems; trend since 9/11.

- **Total Fleet OR Trends is declining.**
- **Higher OR rates are maintenance; falling behind in CONUS primarily due to Theater priority for parts and increasing backlog to repair systems.**



- **Short Term Solutions:**
  - **Unit level maintenance**
  - **Depot level overhaul**
- **Mid / Long Term Solution:**
  - **Leverage Recap, Reset and the Tactical Wheel Vehicle strategy to attain a sustainable depot level refurbishment program.**



As of: 15 JAN 05

To Fix
- Leverage the complete industrial base
- Increase effectiveness and improve efficiencies – Lean/Six

"Need To Be Faster, More Agile, Less Bureaucratic – Need To Fight This Every

Mobile Parts Hospital - Lathe Manufacturing Module (LMM)

- **Currently the MPH program has a LMM at Camp Arifjan, Kuwait and has produced 11,154 piece parts supporting our troops as of 03 Mar 05.**
- **A second Lathe Manufacturing Module (LMM) will be deployed to Camp Anaconda, Iraq in mid Mar 05.**
- **Currently training two soldiers from DCD Ordnance school on the LMM.**
- **Upon completion the soldiers will deploy to Camp Anaconda in late April to operate the LMM.**

1000-00-RMS-0011 1000-00-RMS-0012
Bearing Removal Tool
Customer: FRA

3120-01-188-5082
Pintle Adapter
Customer: 459th Trans. 448th Eng BN.

1083-02-RMS-1175
Pintle Mount & SAW Mount
Customer: 183d Trans Co

1005-01-RMS-2656
SAW Pintle
1010-01-445-6143
Modified Pintle Mount
Customer:
201st. Field Artillery
HHC 854th Eng
2nd ACR
25th Trans. Co.

Mobile Part Hospital (MPH) Program
Top 10 Most Requested Parts: (Kuwait LMM and Agile Cell)

NSN	Description	Vehicle/ Weapon System	Cycle Time
1000-00-RMS-0015	Short pin	M249 SAW + universal	15 min.
1000-00-RMS-0021	SAW mount adapter (weldable)	M249 SAW + universal	10 min.
1005-01-RMS-2656	Modified SAW pintle	M249 SAW + universal	65 min.
1010-01-445-6143	Modified universal pintle adapter (.50 cal.)	M249 SAW + universal	28 min.
3120-01-188-5082	Pintle adapter assembly	M249 SAW + universal	60 min.
5340-01-500-5572	Modified RMS lever, lock-release	Universal weapon mounting	60 min.
5490-01-950-7781	Terminal block (nylon)	Blue Force Tracker	20 min.
GM04-01-026-0001	Aluminum spacer (3/4" O.D.)	Blue Force Tracker	75 sec.
GM04-02-024-0013	HMMWV door mount spacer	HMMWV (M998 series)	2 min.
KG04-05-001-0050	Modified pintle (.50 cal.)	M249 SAW + universal	60 min.